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Personnel

**INSTALLATION COMMANDERS AND
SCHOOL LIAISON OFFICERS**

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This USAFE Instruction implements Department of Defense Directive (DoDD) 1342.6-M, *Administrative and Logistic Responsibilities for DoD Dependents Schools*, and AFD 36-4, *Air Force Civilian Training and Education*, which requires installations to appoint school liaison officers and to provide certain logistic and administrative support to schools. It prescribes and explains the duties of commanders and school liaison officers in discharging the school support responsibilities established by the Commander, United States Air Forces in Europe. It further covers support responsibilities for School Advisory Committees under DoD (*Directive/Instruction/Regulation*) 1342.15, *Education Advisory Committees and Councils*; reporting requirements under EUCOM Directive 30-13, *Overseas Dependents Education in USEUCOM*; and responsibilities under DoDD 1015.5, *DoD Student Meal Program*. It applies to USAFE commanders and school liaison officers who have DoD Dependents Schools (DoDDS) in their community. Refer recommended changes and conflicts between this and other publications to Education and Training (HQ USAFE/DPPE), Unit 3050, Box 25 APO AE 09094-5025.

SUMMARY OF REVISIONS

This instruction is revised to add to commanders' roles and responsibilities found in paragraph 3. It adds commanders' forums involving administrators and teachers, and includes leadership support of DoDDS hosted events. It is also revised to provide an opportunity to influence, educate, and support all stakeholders in dependent education through open communication channels. It adds the reporting requirement for the end-of-year USAFE Strategic Plan on Dependent Education Outcome Metrics in conjunction with the Commander's School Evaluation, and deletes the mid-year report. It deletes the requirement to hold semi-annual Commanders' Town Hall Meetings due to increasing commanders' responsibilities. This revision addresses the requirement for the permanent establishment of School Advisory Boards within USAFE and adds School Advisory Boards to items relating to School Advisory Councils and Installation Advisory Councils. It deletes the requirement for tracking unresolved Installation Advisory Councils issues via email forwarding to <mailto:tracking@hq.eucom.mil>/tracking@ramstein.af.mil. It revises the school liaison officer's area of responsibility based on the transfer in management of the school bus

discipline program from USAFE to DoDDS-Europe, limiting the scope of the school liaison officer's responsibility to "support" of the school bus office and providing assistance to parents through a second appeals process. It further deletes the requirement to coordinate and monitor availability of medical supplies for school nurses. A bar (1) indicates revision from the previous edition.

1. Mission Statement. The School Liaison Officer (SLO) assists community partners in providing the best possible education for all students by serving as the installation commander's liaison between the installation, school, and community.

2. Introduction:

2.1. Elementary and secondary schools operate on U.S. military installations overseas for the dependent children of military and civilian personnel assigned overseas.

2.2. Installation commanders are responsible for support and oversight of DoD dependent schools. The installation commander is required to appoint a staff member to serve as the installation SLO (DoDD 1342.6 M, Chapter 1, Section D, Paragraph 3 [m]).

2.3. The SLO provides a focal point on the military installation for school support matters. The SLO assists the installation commander in accomplishing school support responsibilities. The SLO serves as the liaison between the installation, school, and community.

2.4. The diversity of commands, schools and communities dictates that each installation has local policies and directives that affect additional roles and responsibilities of the SLO.

2.5. A glossary of references and supporting information is at [Attachment 1](#).

3. Roles and Responsibilities :

3.1. Installation Commanders. Dependent education is an important Quality of Life issue and strong commander involvement in DoDDS programs is essential for ensuring our children receive the best education in preparation for their future. To support parental involvement and provide an avenue for a strengthened partnership between the command, parents, and the school system above the classroom level, installation commanders will accomplish the following:

3.1.1. Commander's Forums. Commander's forums provide an opportunity to influence, educate, and support all stakeholders in dependent education through open communication channels.

3.1.1.1. Administrator Forums. The commander will host a minimum of two meetings per school year between commanders, senior enlisted representatives, principals, and district administrator, when possible.

3.1.1.2. Teacher Forums. The commander will host a forum with teachers once a school year at each installation. Forum topics may include, but are not limited to: welcome back, mission briefing, high priority issues, etc.

3.1.1.3. DoDDS Hosted Forums: The commander encourages each level of the military command (First Sergeants, Chiefs, deputy commanders, etc.) to engage in DoDDS-hosted forums. The commander, or his or her designee within the military command, attends at least one DoDDS-hosted forum per year, in an official capacity (i.e., School Advisory Council (SAC), Parent Teacher Student Association (PTSA), faculty meeting, open house, awards night, grad-

uation ceremony, curriculum meeting, sporting event, student performance, etc.).

3.1.2. Commander's School Evaluation and Strategic Plan Report. The commander forwards an evaluation to COMUSAFE within 30 days of the end of each school year. Information should address issues of concern to the commander as well as specifically addressing: the condition of facilities, staffing, budget, class sizes, parental concerns, effectiveness of school principals, responsiveness of school officials to resolve problems, discipline, and student achievement. Commanders also report information required through the USAFE Strategic Plan on Dependent Education, including command actions and public affairs actions. The HQ USAFE School Liaison Office (HQ USAFE/DPPED) pursues commander recommendations.

3.1.3. Wing and NAF commanders attend the biannual Component Commanders Advisory Council (CCAC), co-chaired by USAFE/CC/CV and Director, DoDDS-E. Commanders bring education-related issues from installation School Advisory Boards (SAB) or Installation Advisory Councils (IAC) for resolution or forwarding through the military chain of advisory councils.

3.1.4. School Liaison Officers. Commanders ensure that the installation SLO is fully trained and active in supporting schools. The SLO should function as the commander's conduit for school issues and ensure that all referred issues are tracked and addressed by the SAC, IAC, or SAB, and forwarded to HQ USAFE/DPPED. The SLO should be identified to, and work closely with, HQ USAFE/DPPED School Liaison Office.

3.1.5. Advisory Committees. Commanders, in conjunction with school principals and or superintendents, ensure that SACs, SABs, and IACs are organized and functioning at the beginning of the school year. The commander or SLO forwards minutes to HQ USAFE/DPPED for tracking and assistance.

3.2. School Liaison Officers. The SLO's roles and responsibilities are grouped into five categories. Each category is briefly discussed and followed by specific roles and responsibilities.

3.2.1. Communication. Effective communication is the primary tool of the SLO. The position requires a highly qualified and motivated individual with well-developed interpersonal, communications, and public relations skills. The SLO interacts with all partners in the education of children: parents, teachers, children, private organizations, government entities, etc.

3.2.1.1. Advises installation commander concerning matters affecting student education and school operations.

3.2.1.2. Serves as liaison between organizations (private and official), providing assistance and services to students, school personnel, and community, and fostering partnerships between schools, families, and military organizations.

3.2.1.3. Promotes deconflicting of calendars.

3.2.1.4. Attends (whenever possible), as the commander's advisor, meetings of groups, boards, and committees, which impact students or the school organization. Such meetings include: SAC, SAB/IAC meetings, School Improvement Plan (SIP) and School Improvement Leadership Team (SILT) meetings, Parent Teacher Student Association (PTSA) meetings, Booster Club meetings, Open House and other school programs (i.e., plays, musical performances, ceremonies and graduations), and community health forums.

3.2.1.5. Works with school administrators and installation agencies on youth concerns.

3.2.1.6. Coordinates installation publicity for schools, such as student registration, extra-curricular events, and announcements of school closures due to inclement weather, ensuring all communities have access to pertinent information.

3.2.1.7. Assists in obtaining presenters or briefing materials for use in training (i.e., teacher, parent, command orientation, training briefings, etc.).

3.2.1.8. Interfaces with schools to provide timely information to the commander on sensitive issues (student and staff discipline cases, equal employment opportunity (EEO) complaints, child abuse allegations, safety incidents, litigation, etc.).

3.2.1.9. Assists in establishing and coordinating the district's school feeder plan, and school bus transportation commuting areas.

3.2.1.10. Assists in timely processing of parental inquiries.

3.2.2. Logistics. The SLO is essential in coordinating a variety of logistical services provided to DoDDS. Many of these services are detailed in formal agreements such as the Inter-Service Support Agreements (ISSA). Statutory or local requirements drive the need for other logistical support services.

3.2.2.1. Assists commander in analyzing logistical problems and recommends priorities and means for resolution.

3.2.2.2. Coordinates and secures cooperation from Engineers; Contracting; DoDDS Europe Logistics Division, Transportation Branch; Supply; Comptroller, and others.

3.2.2.3. Assists the installation commander in meeting responsibilities to ensure adequate equipment to conduct the student meal program is installed or repaired (DoDD 1015.5, Section 5.4.3).

3.2.2.4. Assists in working with medical treatment facilities to provide emergency services for contact sports (DoDD 1342.6-M, Chapter 2, C2.5.2).

3.2.2.5. ISSA. The SLO is integrated into the process of drafting, coordinating, reviewing, and approving ISSAs. Personnel at the DoDDS-Europe Area Support Center or service component higher headquarters are specialists in the support agreement arena and should be consulted. Refer to DoDD 1342.6-M for specific descriptions of authorized support.

3.2.2.6. Facilities. All facilities are "owned" by the installation commander, who determines access to and use by authorized groups and organizations, in conjunction with the school principal. The ISSA establishes the level of support provided to DoDDS. DoDDS receives separate funding for military construction and major alterations of schools.

3.2.2.6.1. Monitors repair, maintenance, and construction of DoDDS facilities.

3.2.2.6.2. Receives regular updates on status of school-related work orders, construction, and changes to the DoDDS 5-year plan.

3.2.2.6.3. Tracks use of school facilities, using USAFE Form 401, **Request For Use of School Facilities**. Coordinates facility use between school and installation, and maintains a completed copy of USAFE Form 401 in the School Liaison Office.

3.2.3. Advisory Panels. The SLO provides logistical and administrative support to SACs, SABs, and IACs (DoDI 1342.15). See Attachment 3.

3.2.3.1. Attends SAC, SAB, and IAC meetings as nonvoting liaison.

3.2.3.2. Publishes, on an as needed basis, the times and locations of local SAC, SAB, and IAC meetings in USAFE MOB and GSU publications (as provided by each school).

3.2.3.3. Ensures minutes of each SAC, SAB, and IAC meeting are promptly forwarded to HQ USAFE/DPPED.

3.2.3.4. Monitors follow-up action on all open items.

3.2.4. Discipline. The installation commander may issue and enforce school discipline policies to supplement existing DoDDS or service directives. The SLO has a role in all school discipline matters.

3.2.4.1. Assists schools in resolving student discipline issues.

3.2.4.2. Coordinates with family member and civilian misconduct officer.

3.2.4.3. Acts as permanent member of the school disciplinary committees.

3.2.4.4. Supports DoDDS-E Student Transportation Office in enforcement of school bus discipline. Liaises with parents as command representative during second phase of appeal process.

3.2.5. Student Meals. Oversees the meal program (DoDD 1015.5), which includes:

3.2.5.1. Publicizing availability of free or reduced-price meals.

3.2.5.2. Evaluating applications.

3.2.5.3. Certifying eligibility.

3.2.5.4. Providing the coupon-issuing agent a means of identifying those eligible.

ED KRINGER, Colonel, USAF
Director of Personnel

Attachment 1**GLOSSARY OF REFERENCES, ABBREVIATIONS, AND ACRONYMS*****References***

AFPD 36-4, *Air Force Civilian Training and Education*

DODD 1010.13-R, *Overseas Assignments of Sponsors Who Have Children with Disabilities Who Are Space-Required Students in the Department of Defense Dependents Schools*

DoDD 1015.5, *DoD Student Meal Program*

DODD 1342.13, *Eligibility Requirements for Education of Minor Dependents in Overseas Areas*

DODD1342.20, *Department of Defense Education Activity (DoDEA)*

DODD 1342.6, *Department of Defense Dependents Schools (DoDDS)*

DODD 3025.14, *Protection and Evacuation of U.S. Citizens and Designated Aliens in Danger Areas Abroad* (Short Title: Noncombatant Evacuation Operations)

DODI 1000.15, *Private Organizations on DoD Installations*

DODI 1010.13, *Provision of Medically Related Services to Children Receiving or Eligible to Receive Special Education in DoD Dependent Schools Outside the United States*

DODI 1342.11, *Cooperative Work Experience Guidelines for High Schools Operated by DoD Dependents Schools*

DoDI 1342.15, *Education Advisory Committees and Councils*

DODI 1342.12, *Provision of Early Intervention and Special Education Services to Eligible DoD Dependents in Overseas Areas*

DODI 1342.14, *Monitoring of the Provision of Related Services to Handicapped Children in the DoD Dependents Schools*

DODI 1342.15, *Educational Advisory Committees and Councils*

DODI 6205.2, *Immunization Requirements*

DoD 1342.6-M, *Administrative and Logistic Responsibilities for DoD Dependents Schools*

DOD 1342.6-M-1, *Administrative and Logistic Responsibilities for DoD Dependents Schools - Manual*

DoDEA 2051.1, *DoDEA Disciplinary Rules and Procedures*

ED 30-13, *Overseas Dependents Education in USEUCOM*

DOD 4500.36-R, *Management, Acquisition, and Use of Motor Vehicles*

DODEA Regulation 2051.1, *DoDEA Disciplinary Rules and Procedures*

DS 4700.2, *Internal Physical Security*, 27 March 2001

DS 4800.1, *Safety Program*, 6 March 2001

DS PAM 93E-0006, *Roles and Responsibilities of School Officers*, 9 December 1999

Policy Statement, *DoDDS-Europe Student Transportation Policy and Guidelines*, May 1995

DoDEA, *Community Strategic Plan*-See DoDEA website for current version

DODDS/OEA, *Negotiated Agreement between Department of Defense Dependents Schools and Overseas Education Association*, September 1989

DoDEA, *DoDDS Accountability Profiles 1996-1997*, January 1998

ED 30-13, *Overseas Dependents Education in USEUCOM*, April 1999

National Education Goals Panel, *Special Early Childhood Report 1997*, See DoDEA website for current version

National Education Goals Panel, *National Education Goals Report Summary (1997): Mathematics and Science Achievement for the 21st Century*-See DoDEA website for current version

National Education Goals Panel, *National Education Goals Report*-See DoDEA website for current version

Useful Websites:

DoD Directives and Instructions: <http://web7.whs.osd.mil/corres.htm>

DoDEA Home Page: <http://www.odedodea.edu/>

Abbreviations and Acronyms

AAC—Area Advisory Council

ACDE—Advisory Council on Dependents Education

ASD (FMP)—Assistant Secretary of Defense (Force Management Policy)

CCAC—Component Commanders Advisory Council

CoS EUCOM—Chief of Staff, European Command

DASD (PSFE)—Deputy Assistant Secretary of Defense (Personnel, Support, Families and Education)

DoD—Department of Defense

DoDDS-E—Department of Defense Dependents Schools Europe

DoDEA—Department of Defense Education Activity

DoDI—Department of Defense Instruction

DSO—District Superintendent's Office

EEO—Equal Employment Opportunity

IAC—Installation Advisory Committee

ISSA—Inter-Service Support Agreement

NEO—Non-combatant Evacuation Order

PTSA—Parent Teacher Student Association

SAC—School Advisory Committee

SAB—School Advisory Board

SILT—School Improvement Leadership Team

SIP—School Improvement Plan

SLO—School Liaison Officer

USAFE—United States Air Forces in Europe

Terms

Area—Geographical division within DoDDS which is equivalent to “theater” level; the Area Superintendent reports to DoDEA and supervises districts.

Advisory Panel—Organizations which provide advice and information to DoDDS or military entities as assigned. Organization, reporting responsibilities and communications procedures are set out in DoD 1342.15. See Attachment 3 for listing of panels, composition and function.

Commuting Area—The school commuting area is defined as a specific geographic area formally designated for determining eligibility for transportation of dependent students to a DoD-operated school. School bus services will be provided to all authorized students residing within the commuting area and outside of the walking area in accordance with DoD 4500.36-R. A map and/or a narrative description shall be used to identify the commuting area.

Department of Defense Education Activity—Agency that oversees DoDDS; located in Arlington, Virginia.

Department of Defense Dependents Schools—DoD organization with cognizance for education of dependents overseas.

District—Geographical division of schools within an area, supervised by a District Superintendent who reports to the Director of DoDDS-Europe.

DoDDS Europe (DoDDS-E)—DoDDS education entity, located in Germany; Director of DoDDS-Europe is responsible for DoDDS education throughout Europe.

DoDDS-E Area Service Center (ASC)—DoDDS logistics entity, located in Germany, supports DoDDS-E throughout Europe, reports directly to DoDEA.

DoDDS Europe Logistics Division, Transportation Branch—Subordinate entity of DoDDS-E ASC with responsibility for transportation support of DoDDS-E schools and schools activities.

DoDEA Feeder Plan—The DoDEA feeder plan designates which upper grade schools receive students from lower grade schools (i.e., the list of kindergarten through grade 6 schools that supply a grade 7-12 school). It designates the dormitory schools authorized for students living in isolated areas, and all the countries for which the area is responsible for tuition-fee schools. Also, often used informally to describe the school boundary determination by a District Superintendent identifying which residential areas are served by a given school.

Installation Commander—The commander of a USAFE activity providing logistic and administrative support to DoDDS activities at a given location. The term encompasses “base commander,” “community commander,” or similar designations.

Inter-Service Support Agreement—Agreement between government agencies setting out service and

support to be provided between them, on either a reimbursable or non-reimbursable basis. May also be entitled Memorandum of Understanding (MOU) or Memorandum of Agreement (MOA).

- | **Schools Liaison Officer**---Full-time or additional collateral duty staff person appointed by the Installation Commander to have responsibility over all dependent education issues.

Attachment 2**EDUCATION ADVISORY PANELS**

A2.1. Education Advisory Panels. The panels listed are those established by statute or directive to provide advice and oversight to the DoD dependent education system. **Figure A2.1.** is a wiring diagram illustrating the interrelationships between these panels. The panels listed on the right have primary input to the military chain of command. The left side shows the advisory input to DoDDS administration.

Figure A2.1. Education Advisory Panels.



A2.1.1. Advisory Council on Dependents Education (ACDE)--Worldwide Level: Completes tasks assigned by the Assistant Secretary of Defense for Force Management Policy (ASD(FMP)). Advises Director, DoDEA on operations including curriculum selection and administration; meets periodically. **Composition:** Deputy Assistant Secretary of Defense for Personnel Support, Families and Education (DASD (PSFE)); Director, DoDEA; overseas theater commanders; and other educational professionals.

A2.1.2. Area Advisory Council (AAC)--Theater Level: Reviews recommendations referred by districts or component command; meets twice a year. **Composition:** Component commanders (or designees), other agencies or organizations (e.g., American Women's Activities in Germany, National Association for the Advancement of Colored People, European Congress of American Parents, Teachers and Students, National Military Family Association, Overseas Federation of Teachers, Federal Education Association, Federal Manager's Association). Chaired by Area Director.

A2.1.3. District Advisory Council (DAC)--Regional Level: Advises district superintendents on issues, reviews issues from IAC. **Composition:** Determined by district superintendent.

A2.1.4. **Dependents Education Council (DEC)--Worldwide Level:** Makes recommendations to ASD(FMP) regarding broad range of issues related to the administration of DoDEA and the delivery of high quality education overseas; meets bi-annually a year. **Composition:** General and flag officers from theater commands and military departments; Director, DoDEA; ASD(FMP); DASD(PSFE).

A2.1.5. **European Schools Council (ESC)--Theater Level:** Reviews recommendations referred by DoDDS or component commands. **Composition:** Director of DoDDS-Europe and component commanders (or designees). Chaired by CoS, EUCOM.

A2.1.6. **Component Commanders Advisory Council (CCAC) – Major Command Level:** Reviews issues raised by installation commanders and makes recommendations to COMUSAFE. **Composition:** USAFE numbered air force and wing commanders and Director of DoDDS-Europe. Chaired by USAFE/CC/CV.

A2.1.7. **Installation Advisory Committee (IAC)--Installation Level:** Advises installation commander; meets four times yearly. **Composition:** One staff person and one parent from each SAC. School principals and installation commander attend but do not vote. On USAFE installations with only one school.

A2.1.8. **USAFE School Advisory Board (SAB)--Installation Level.** Advises installation commander and district superintendent; meets a minimum of once per quarter. **Composition:** Parents of students attending DoDDS schools and professional school employees, elected by parents and staff, and high school student representative, elected by peers. The installation commander and district superintendent are nonvoting members, on USAFE installations with two or more schools.

A2.1.9. **School Advisory Committee (SAC)--Individual School Level:** Provides advice to principal; meets at least four times a year. **Composition:** Parents, professional school employees, and students (where appropriate) elected by parents and staff.